





Joint Faculty Education Conference

J-8

**Force Structure, Resources and
Assessment Directorate**

**Col M. D. Mulhern
Capabilities and Acquisition Division
5 September 2003**



Overview

- **J-8 Role**
- **CJCS 3170**
- **JROC Process**
- **MID 913**
- **CPA/CPR**

Joint Staff Role



Title 10 Responsibilities

Chairman's Functions:

- (1) Strategic Direction
- (2) Strategic Planning
- (3) Contingency Planning
- (4) **Advice on Requirements, Programs, and**

**J-8's
Role**

Budgets

- **Compliance with Combatant Commanders' priorities**
- **Alternative program recommendations**
- **Assessing military requirements for defense acquisition programs**

- (5) Doctrine, Training, and Education

A Problem Statement



March 2002:

The Secretary of Defense tasked General Pace (as the Chairman of the Joint Requirements Oversight Council):

- The current Requirements Generation System is broken
- It allows us to buy things we do not need
- We need to fix the system



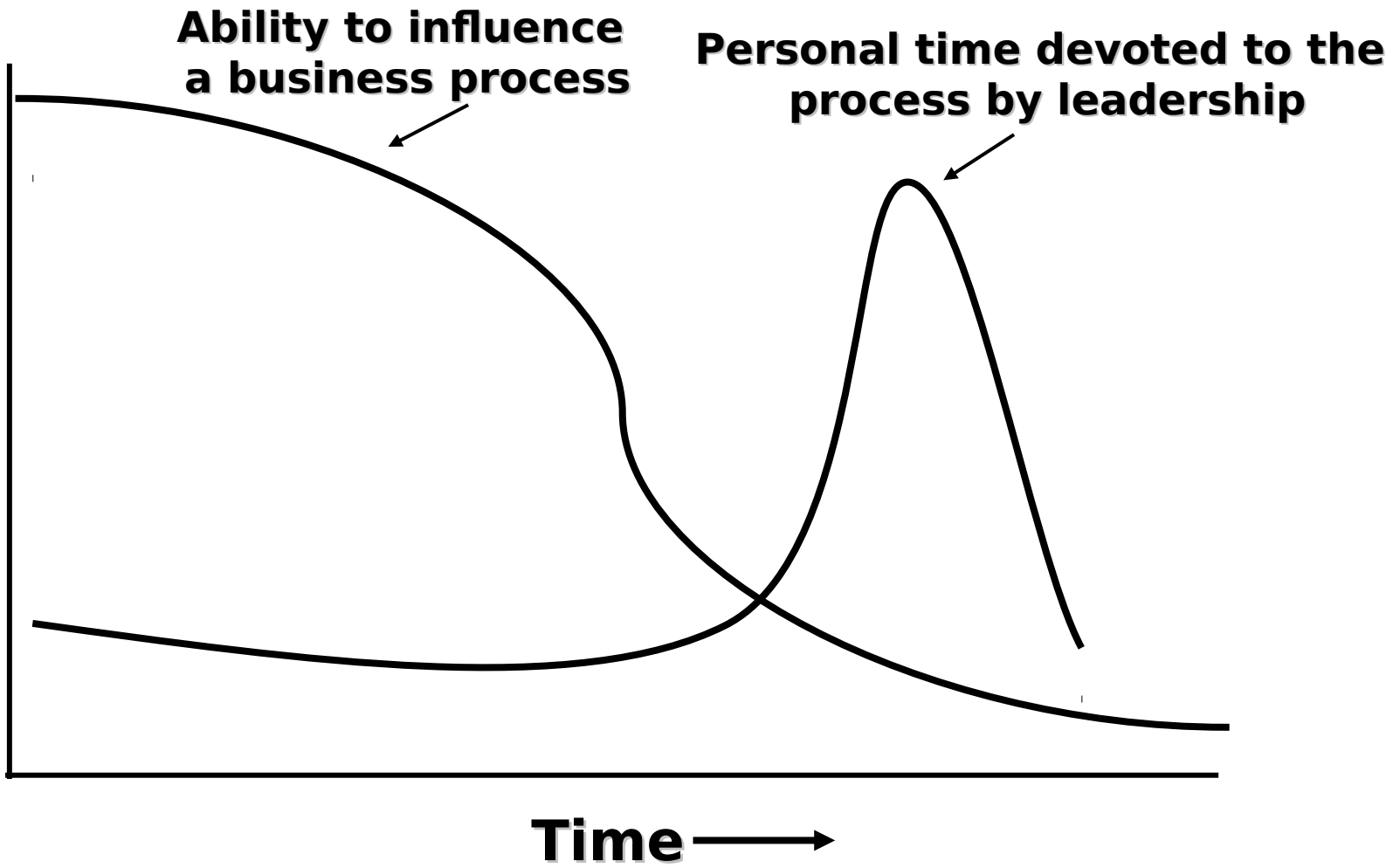
Previous Requirements and Acquisition Process

Frequently produced stove-piped system solutions

- Requirements were Service rather than Joint focused
- Lacked construct for objective analysis
- Systems not necessarily integrated
- Duplication existed particularly in smaller programs
- Evolutionary acquisition not well institutionalized
- Joint warfighting needs not prioritized

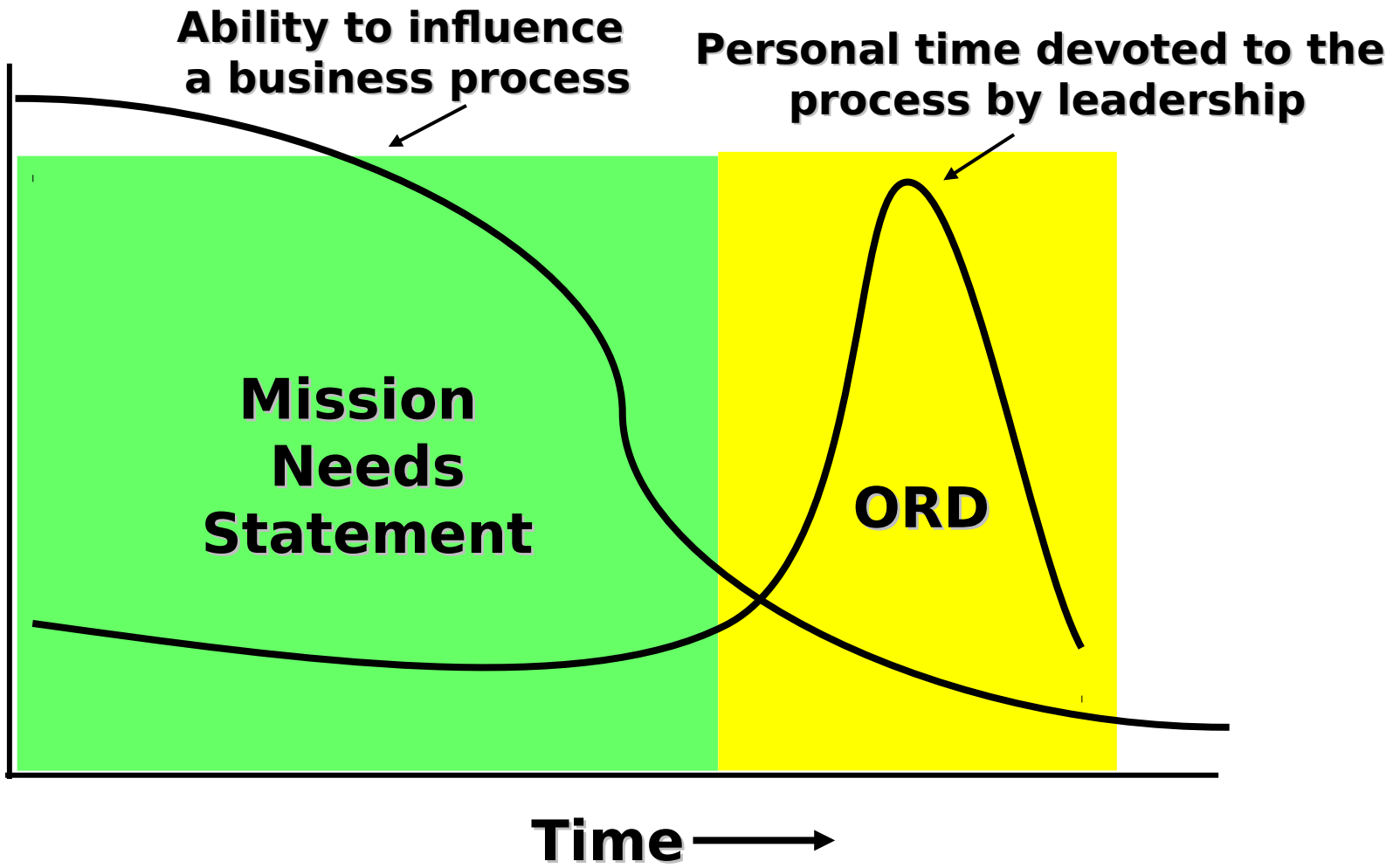


Symptoms of a Sick Process





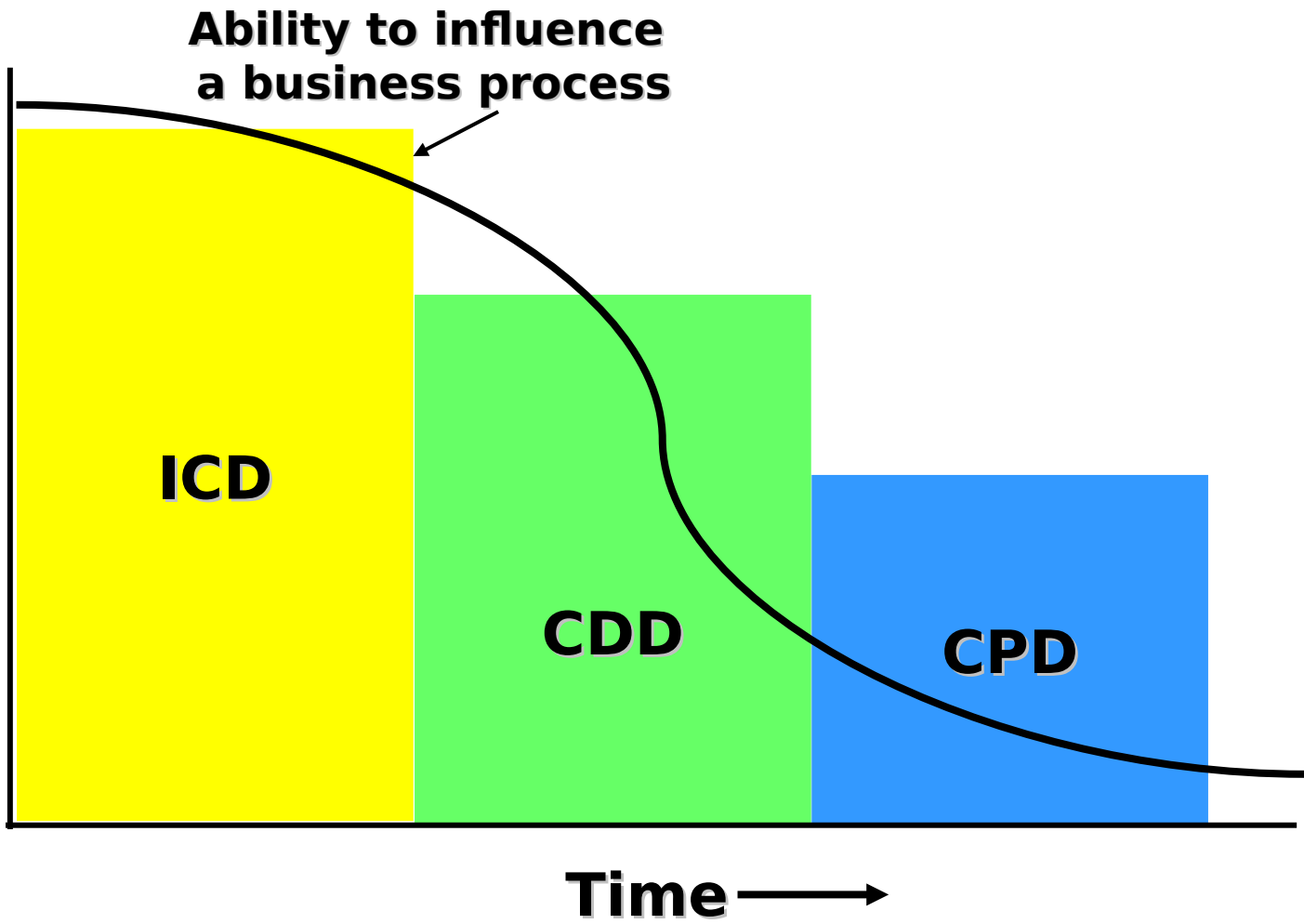
Symptoms of a Sick Process



Source: McKinsey & Company



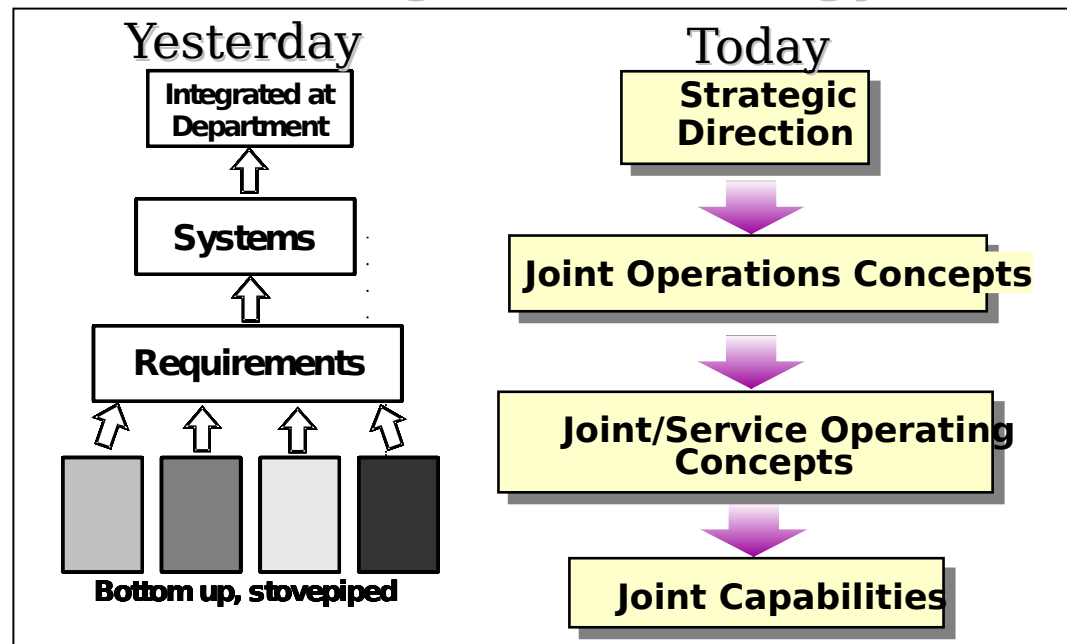
JCIDS Process



Putting the Pieces Together in CJCSI 3170.01



Moving From Strategy to Task



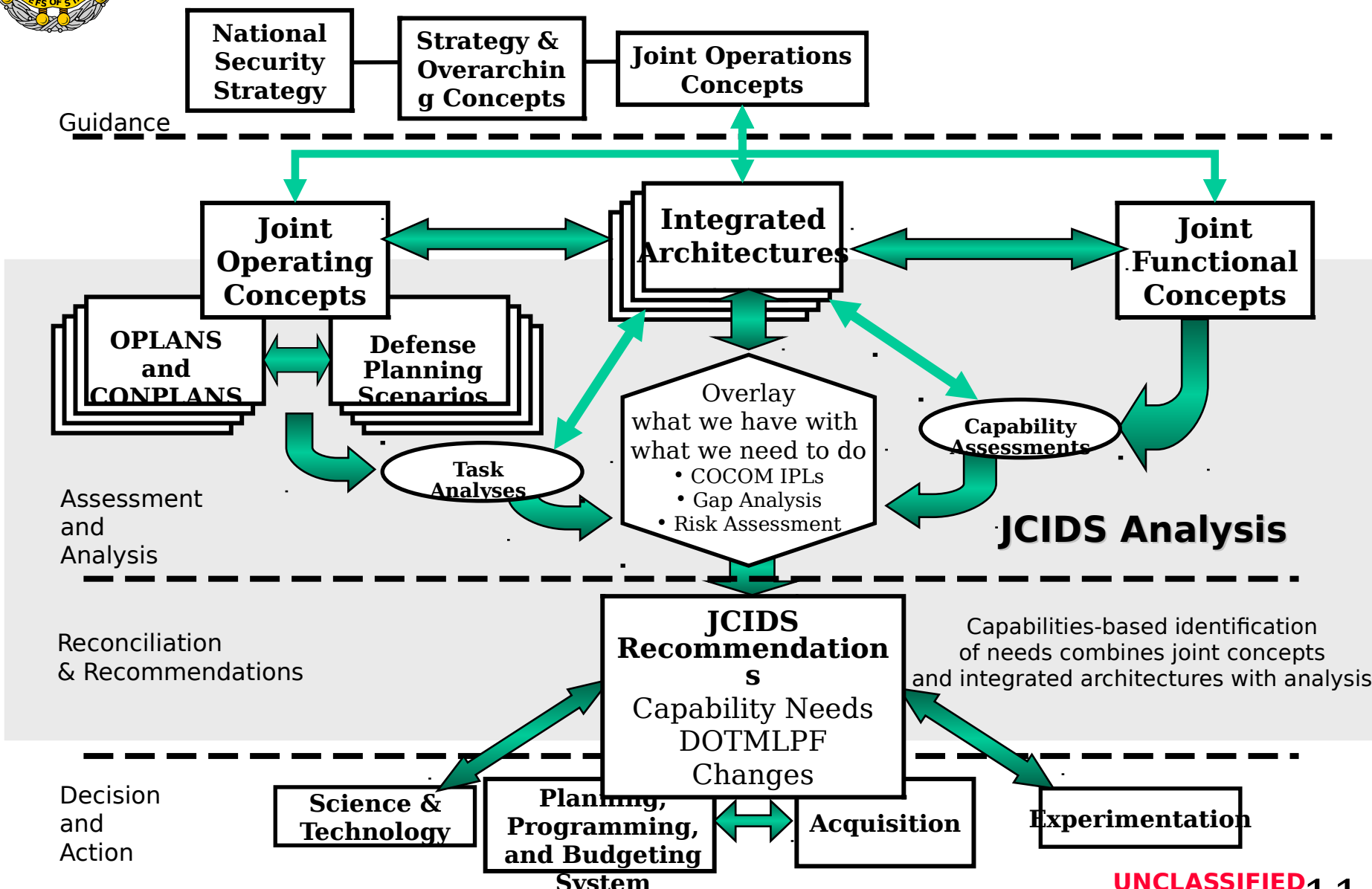
- *Guidance*
- *Concepts*
- *Scenarios*
- *MOEs*
- *Capabilities*

- ◆ Capabilities-based process
- ◆ Focuses leadership on key decision points early and continuously.
- ◆ Rigorous, up-front analysis by functionally-focused teams
- ◆ Engages Acquisition Community early and continuously



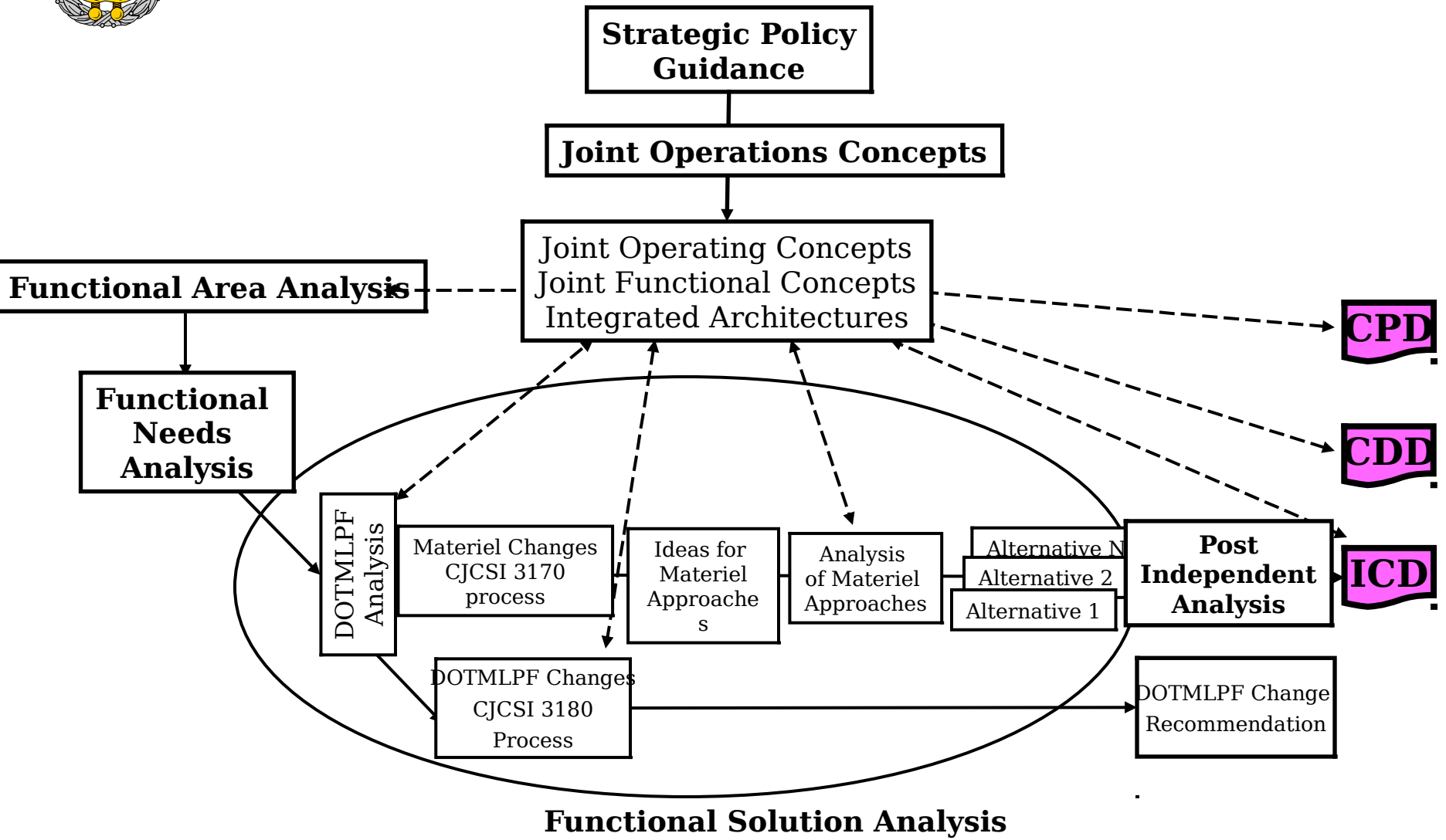


Future Capabilities Needs Identification



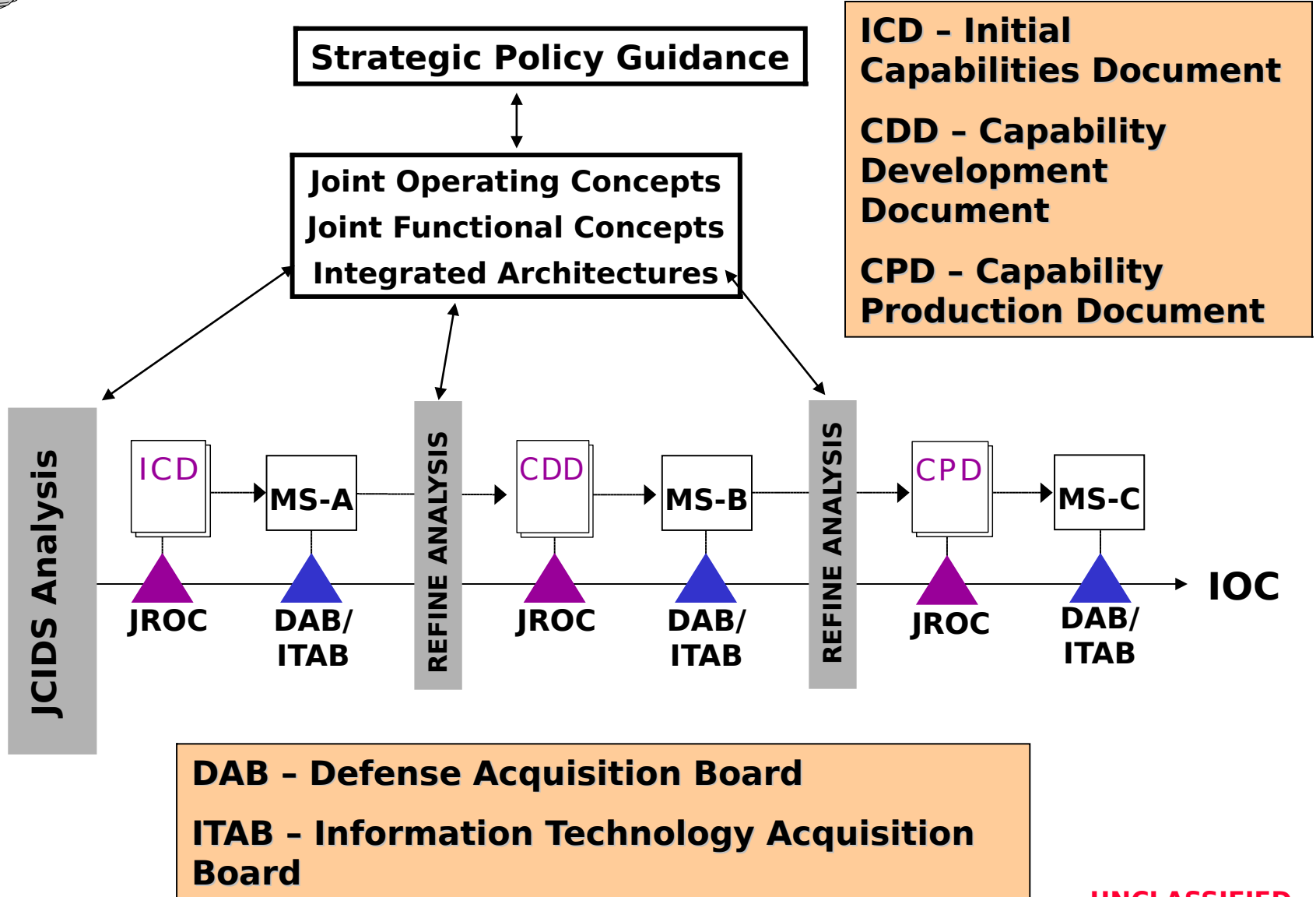


JCIDS Analysis





JCIDS Ties to the DOD 5000 Series





JCIDS Documents

- **Initial Capabilities Document (ICD)**
 - Identifies a capability gap or other deficiency
 - Describes evaluation of DOTMLPF approaches
 - Support AoA, Concept Refinement and Milestone A
 - Not updated once approved
- **Capability Development Document (CDD)**
 - Identifies operational performance attributes of proposed system
 - System specific, applies to single increment (in an evolutionary program)
 - Results from Technology Development and supports Milestone B



JCIDS Documents (cont'd)

- **Capability Production Document (CPD)**

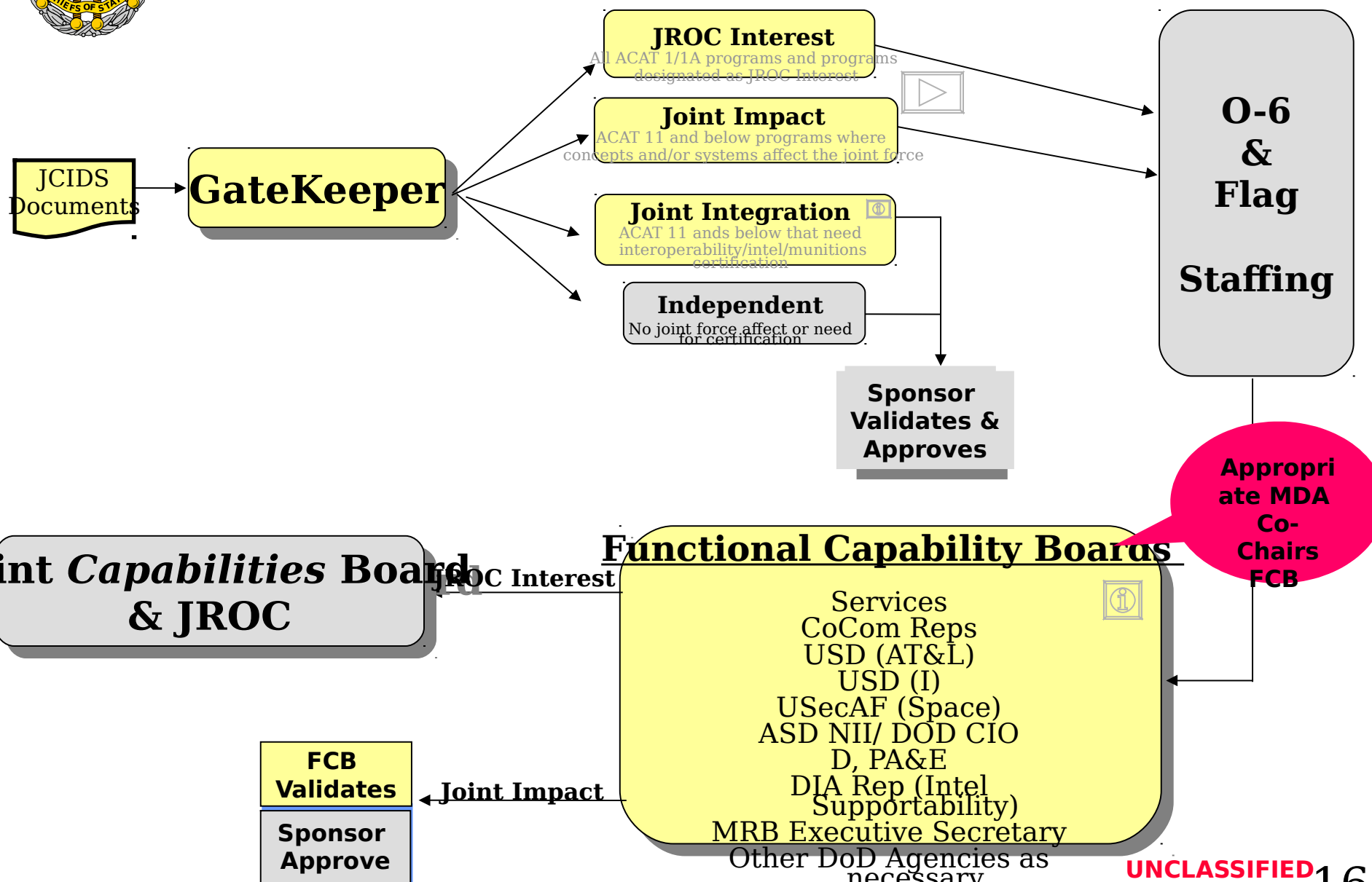
- Identifies production attributes for a single increment of a program
- Prepared during System Development and Demonstration
- Rewritten for each increment in a evolutionary program

- **Capstone Requirements Document (CRD)**

- Describes overarching thresholds/goals and standards in functional areas
- Especially for family-of-systems or system-of-systems approaches



JCIDS Process





JCIDS Gatekeeper

Perform an initial review of all JCIDS proposals

- Support provided by JFCOM, J6, J7, J8, JWCAs

The Gatekeeper will determine:

- Joint Potential Designator
- Lead and supporting Functional Capabilities Boards
- Lead and supporting Joint Warfighting Capability Assessment Teams



Chartered FCBs

- **JROC:**
 - Charters FCBs
 - Assigns functional area(s) of responsibility
 - Identifies the lead organization to chair

Command & Control

BGen Rodgers
JFCOM J-8

Battlespace Awareness

RDML Murrett
JS J-2

Focused Logistics

BGen Taylor
JS J-4

Force Application

BGen Scott
JS J-8

Force Protection

RADM Mathis
JS J-8

Functional Capabilities Board



Responsibilities:

- Ensure Joint Forces conceive and develop new capabilities in joint warfighting context
- Ensure JCIDS proposals are consistent with integrated joint force
- Validate Joint Impact proposals
- Organize, analyze & prioritize capabilities proposals
- Oversee development and update of Functional Concept(s)
- Ensure integrated architectures (as available) reflect the functional area
- Leverage full resources of the Department

JWCA Responsibilities



Responsibilities:

- Coordinate and assist sponsors during JCIDS analysis and document development
- Coordinate with the sponsor, as a resource of broadly-based knowledge, to resolve issues prior to or as a result of formal staffing

Lead JWCA

- Analyze capabilities documents, with supporting JWCA, to ensure joint warfighting aspects have been considered
- Provide a summary analysis and recommendation to the FCB/JCB/ JROC on validation and/or approval of JCIDS documents

Supporting JWCA.

- Support the Lead JWCA analysis
- Continually review the assigned functional area to identify capability shortfalls
- Develop/maintain prioritized lists of capability shortfalls and current JCIDS proposals across the assigned functional area
- Support the Gatekeeper process for each JCIDS document



JROC Process

JROC Organization



JROC DECISION CHAIN



FINAL DECISION AUTHORITY

CJCS

ADVICE TO SECDEF

JROC

**RECOMMENDATION APPROVAL/
TOP LEVEL GUIDANCE**

JCB (JRB)

ISSUE DEVELOPMENT

FCB (JRP)

INITIAL ISSUE REVIEW

JWCA

ANALYTIC FOUNDATION

JROC: Joint Requirements Oversight Council
JCB/JRB: Joint Capabilities/Requirements Board
FCB/JRP: Functional Capabilities Board/Joint Requirements Panel
JWCA: Joint Warfighting Capability Assessment Teams

JROC MEMBERSHIP

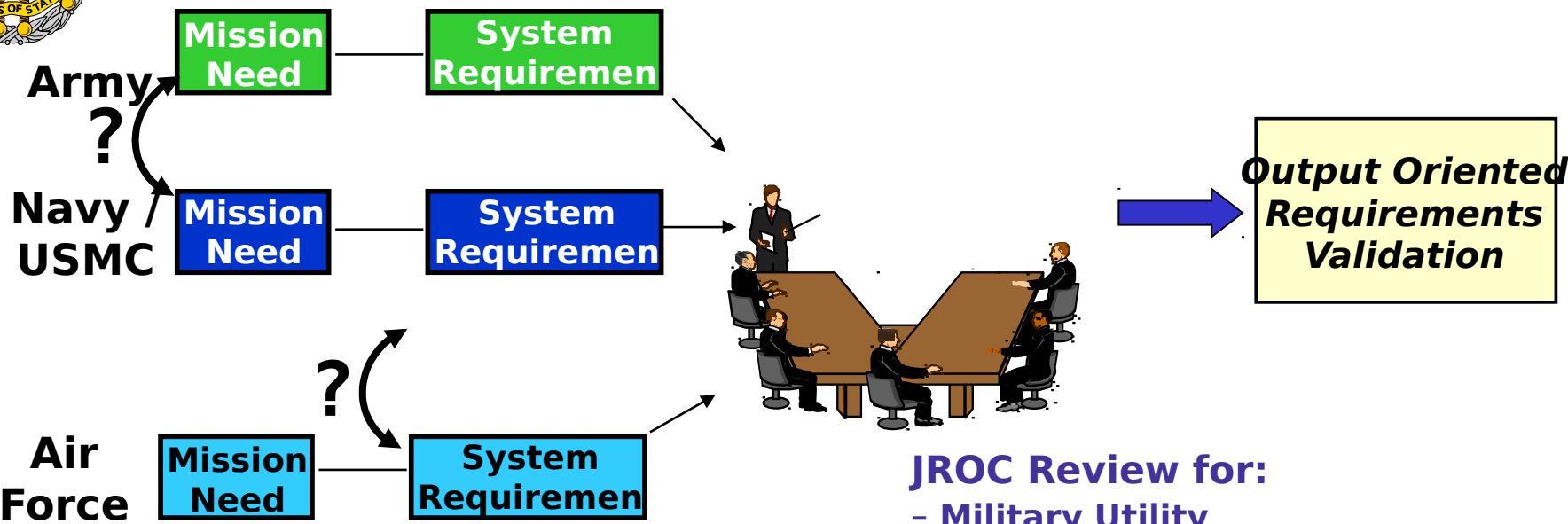
Chair: VCJCS

Council Members:

- **Vice Chief of Staff, Army**
- **Vice Chief of Naval Operations**
- **Vice Chief of Staff, Air Force**
- **Assistant Commandant of the Marine Corps**

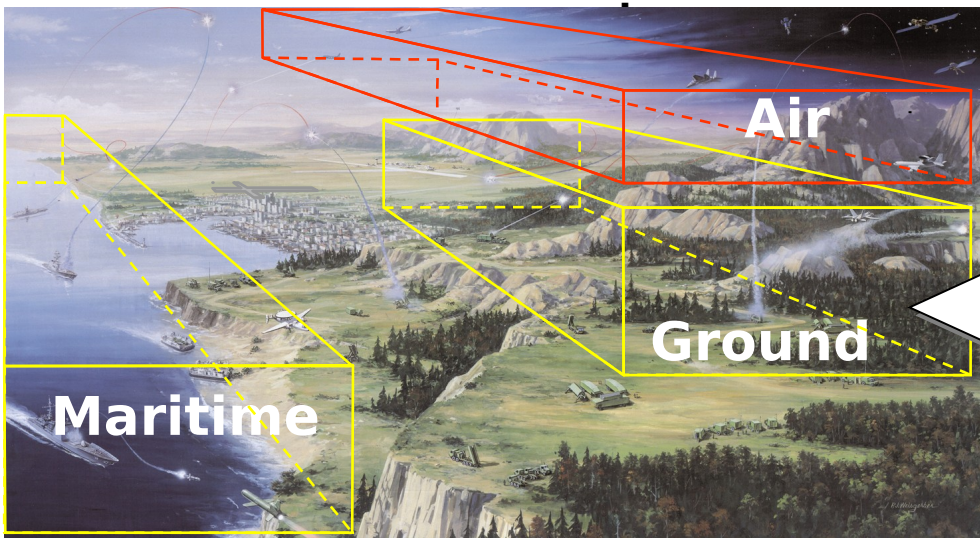
COCOMs have a standing invitation to attend all JROC sessions

JROC -- Past



JROC Review for:

- Military Utility
- Interoperability
- Joint Solutions

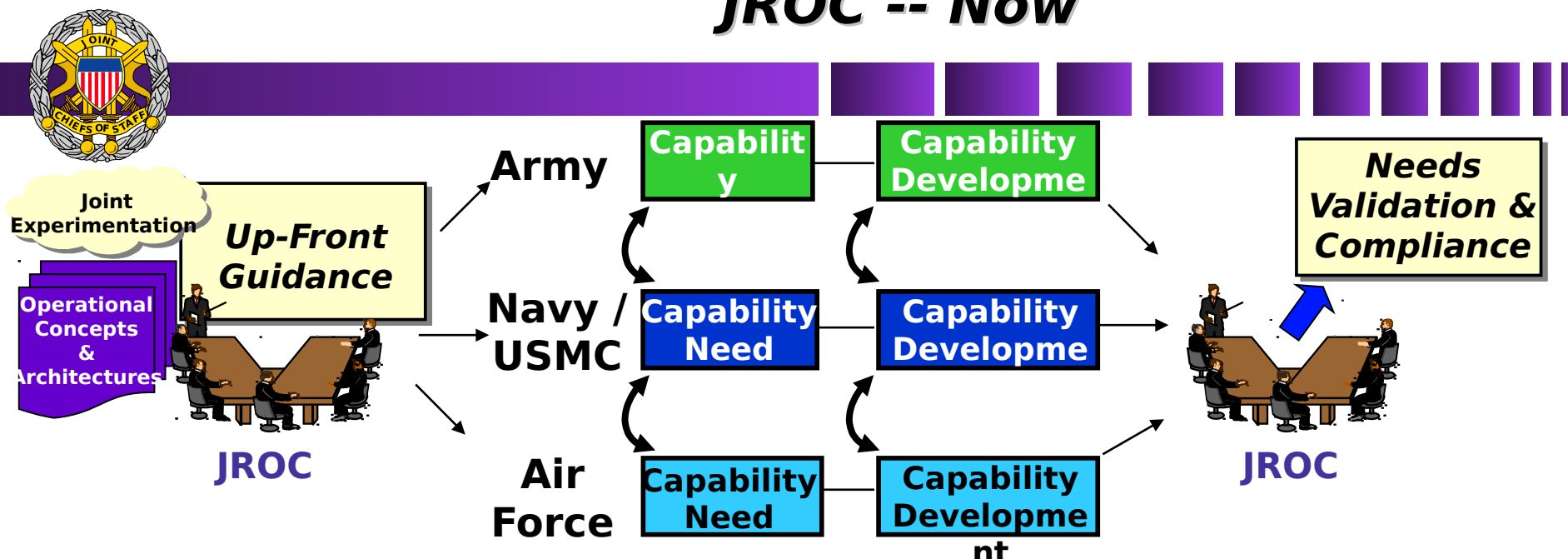


Past:

Joint battlespace constrained by

- Procedural controls
- Target ID
- Sensor limitations
- Lack of interoperability

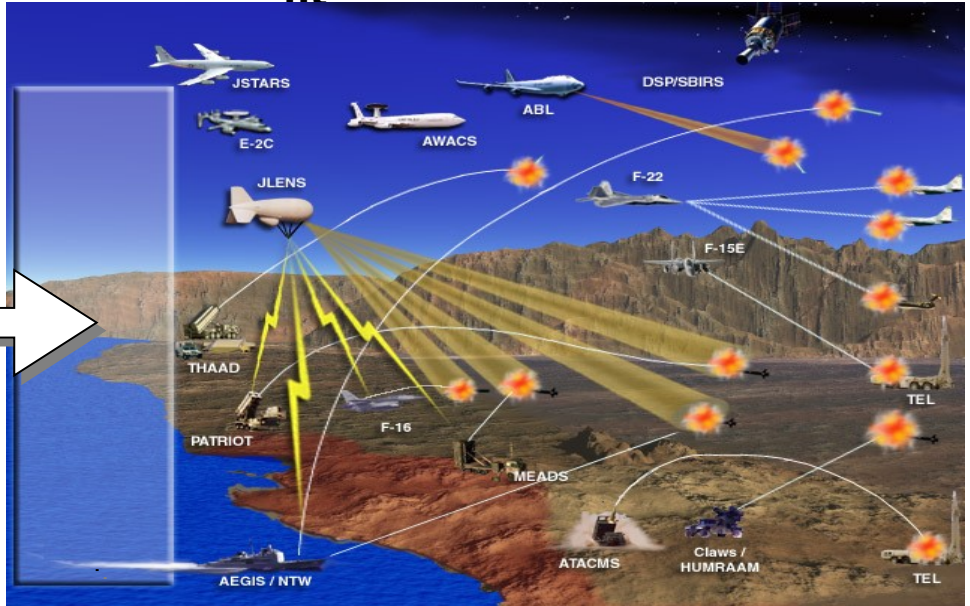
JROC -- Now



Future:

Joint Warfighting Capabilities

- Seamless command and control
- “Born Joint” systems
- Identification of legacy systems requiring integration



Joint Requirements Oversight Council (JROC)



JROC SECRETARY
Director

Gen Cartwright



Advisory Council to assist the Chairman in fulfilling his Title 10 responsibilities

Vice Chief, US
ADM



Vice Chief, USA
GEN Keane



JROC CHAIRMAN
Vice Chairman, JCS
General Pace



ACMC, USMC
Gen Nyland



Vice Chief, USAF
Gen Moseley





Joint Capabilities Board (JCB)



JRB SECRETARY

Chief, Jt Capab Div, J-8

COL Haines

Assists the JROC in fulfilling its duties and responsibilities



Director, Assessment
Division, USN

RDML Myers



Director, Force
Development, USA

MG Grazioplene



ADC, Combat
Development,
USMC

*Maj Gen
Williams*



Dir of Joint
Matters, USAF

Maj Gen (S) Goul



JCB CHAIRMAN

DIRECTOR, J-8
LtGen Cartwright

- | Joint Staff | Services | Cbts | OSD | DOD Agencies | Others | Participant Sponsors |
|-----------------------|----------|------|-----|--------------|--------|----------------------|
| Force Application | | | | | | J-8 |
| Command & Control | | | | | | J-6 |
| Focused Logistics | | | | | | J-4 |
| Protection | | | | | | J-8 |
| Battlespace Awareness | | | | | | J-2 |



FCBs

RDML Murrette

Brig Gen Rogers

Brig Gen Scott

RADM Mathis

Brig Gen Taylor

Battlespace Awareness

Command and Control

Force Application

Protection

Focused Logistics

• Portfolio

- All source Intel collection
- Environmental data collection
- Own force info collection
- Predictive analysis
- Knowledge management

• Portfolio

- COP
- JFC2
- Comms and computer environment

• Portfolio

- Land, maritime, air and space ops
- Joint targeting
- Conventional attack
- Nuclear attack
- CNA
- Electronic attack
- PSYOPS
- Special ops
- Joint fires
- SEAD
- Military deception

• Portfolio

- Personnel and infrastructure protection
- CND
- Counter-proliferation
- Non-proliferation
- Consequence management

• Portfolio

- Deployment distribution
- Sustainment
- Medical
- Mobility
- Logistics C2



Management Initiative Decision 913 (MID 913)



Management Initiative Decision 913

- **Quadrennial Defense Review (QDR) moved to second year of administration's tenure**
- **Re-establishes the two-year budget cycle**
- **Off-year efforts focus on:**
 - **'Small and discrete' programmatic changes**
 - Components submit Program/Budget Change Proposals (PCP/BCP)
 - PCPs: Limited to single items that exceed \$250M (no roll-ups) or have serious programmatic impacts
 - BCPs: Limited to 'fact-of-life' changes; includes off-sets

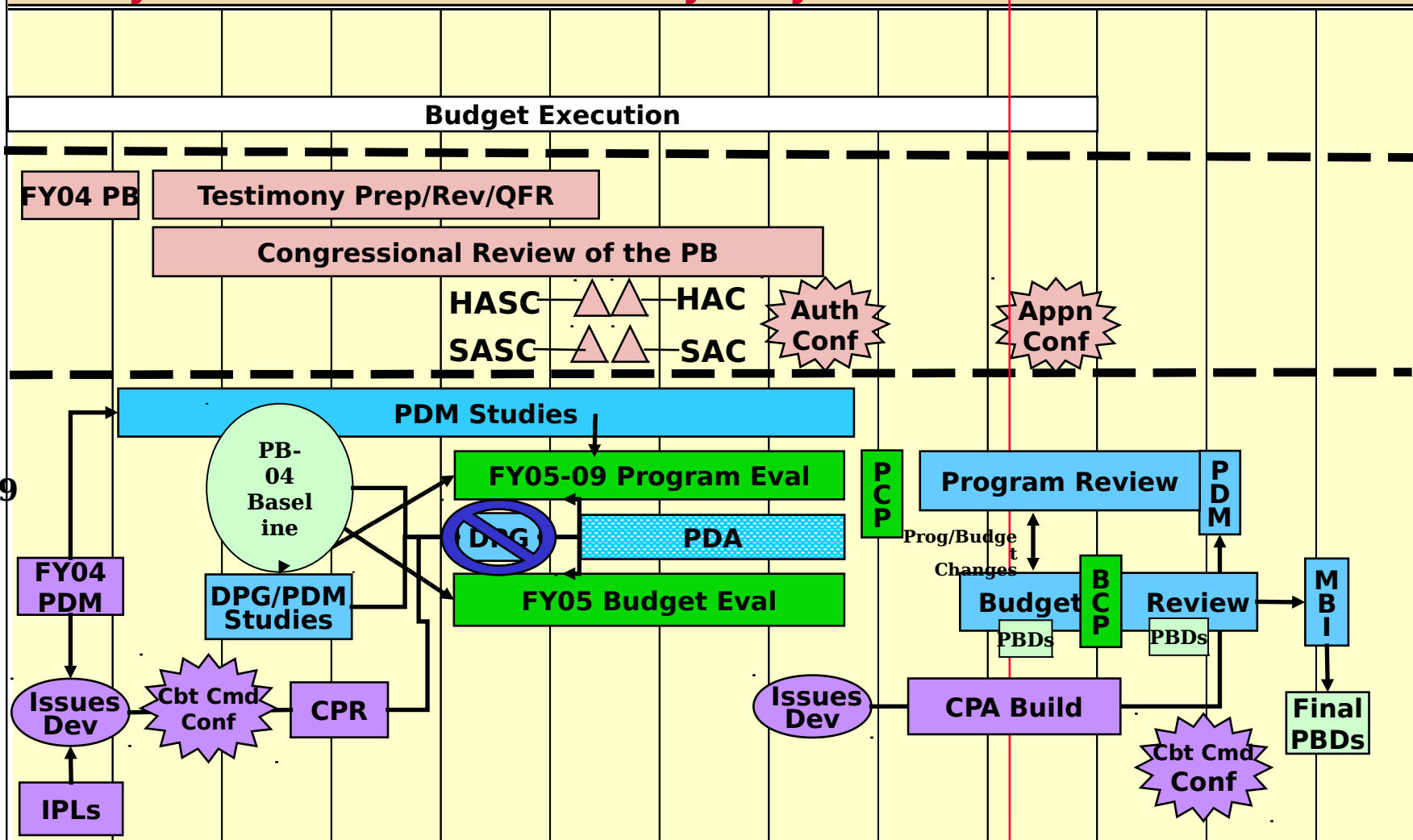


Today

DEC JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC

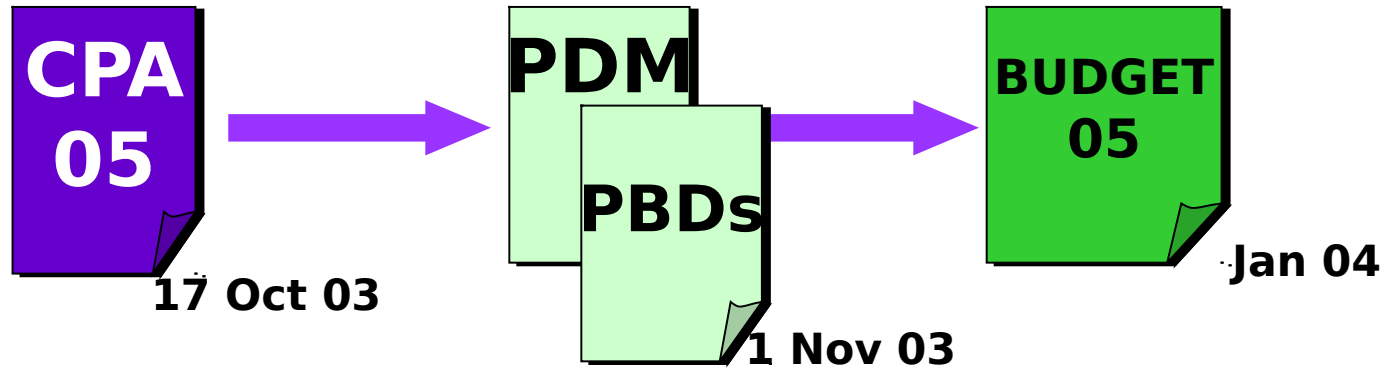
Budget

FY05-09



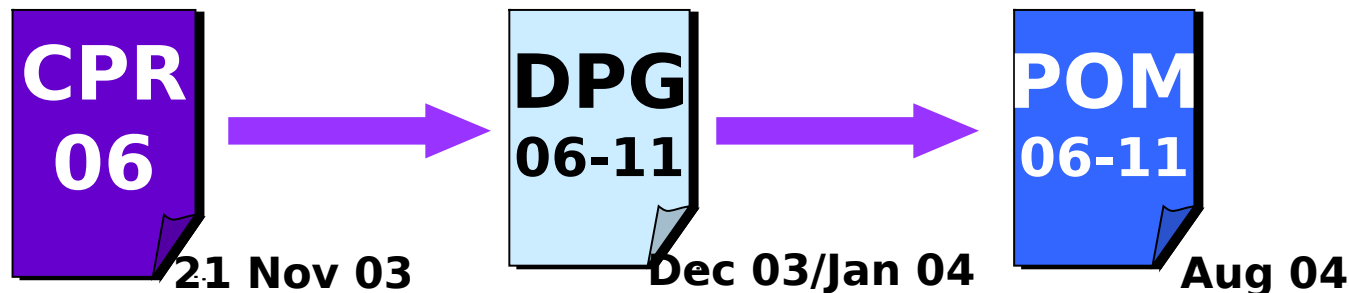


Chairman's Program Assessment (CPA)



- Unpublished, Personal Correspondence between the CJCS and the SECDEF
- Intended to convey the Chairman's assessment of Service programs (POMs)
- Compliance with current guidance, current priorities
- OSD mechanism for changing Service programs is the Program Decision Memorandum (PDM) and Program Budget Decisions (PBDs)
- Adjusted Service Programs are the basis for the Budget Estimate Submission and eventually, the DOD component of the President's Budget.

Chairman's Program Recommendations (CPR)



- Unpublished, Personal Correspondence between the CJCS and the SECDEF
- Intended to convey the Chairman's priorities for the upcoming program build
- Provides CoCom and joint warfighting perspective to Defense Planning Guidance priorities
- Rec

is Year's CPR will follow on the heels of the C





Back-up



What is a Capability?

Capability definitions should be broad and satisfy two rules

- **Rule 1**
 - Describes the required attributes
 - Measures of effectiveness (time, distance, effect, obstacles, etc.)
- **Rule 2**
 - General enough to not prejudice decisions
 - Specific enough to evaluate alternative approaches
- **Good**
 - Kill an enemy tank within 4 kilometers of the FEBA, within 5 minutes of detection, even when the target is in defilade





Chartered FCBs

- **Five FCBs chartered:**
 - **Battlespace Awareness - RDML Murrett (VDJ2)**
 - **Command and Control - Brig Gen Rogers (JFCOM)**
 - **Supported by RDML Brown (VDJ6)**
 - **Force Application - Brig Gen Scott (DDFA, J8)**
 - **Force Protection - RADM Mathis (DDFP, J8)**
 - **Focused Logistics - Brig Gen Rogers (VDJ4)**



Typical FCB Membership

Principal Members

- **Services**
- **Combatant Commanders**
- **USD for Acquisition Technology and Logistics**
- **USD for Intelligence**
- **ASD for Networks and Information Integration/DoD Chief Information Officer**
- **USecAF (Space)**
- **Defense Intelligence Agency**
- **Director, Program Analysis & Evaluation**
- **Mission Requirements Board Executive Secretary**

Advisory Membership

- **JWCA leads**
- **J-6E/I (interoperability advisor)**
- **J-8 Warfighting Concepts and Architectures Integration Division**
- **DOD laboratories & industry**



Portfolios

BATTLESPACE AWARENESS

- **All source intelligence collection**
- **Environmental data collection**
- **Predictive analysis**
- **Knowledge management**

COMMAND AND CONTROL

- **Common operational picture**
- **Joint force command and control**
- **Communications and computer environment**
- **Own force information collection**



Portfolios

FORCE APPLICATION

- **Land operations**
- **Maritime Operations**
- **Air Operations**
- **Space Operations**
- **Joint targeting**
- **Conventional attack**
- **Nuclear attack**
- **Computer network attack**
- **Electronic attack**
- **Psychological Operations**
- **Special Operations**
- **Joint fire support**
- **Suppression of enemy air defense**
- **Military deception**



Portfolios

FORCE PROTECTION

- **Personnel and infrastructure protection**
 - **OPSEC**
 - **Missile defense**
 - **Electronic protection**
- **Computer network defense**
- **Counter-proliferation**
- **Non-proliferation**
- **Consequence**

FOCUSED LOGISTICS

- **Deployment distribution**
- **Sustain**
- **Medical**
- **Mobility**
- **Logistics C2**



Legacy Documents

Document	Current Status	Requested Action	JCIDS Action	Effective Date
MNS	Approved (> 2 years old)	Update	Convert to an ICD	Upon signature
MNS	Approved (> 2 years old)	Use to support MS A	Convert to an ICD	Upon signature
MNS	Approved (< 2 years old)	Update	Convert to an ICD	Upon signature
MNS	Approved (< 2 years old)	Use to support a CDD/ MS B	Allowed	Upon signature



Legacy Documents (cont'd)

Document	Current Status	Requested Action	JCIDS Action	Effective Date
ORD	Draft	Validation/ Approval	Allowed	Up to six months after signature
ORD	Approved	Use to support MS B or C	Allowed	Up to 2 years after signature
ORD	Approved	Update or Annex	Allowed	Upon signature
CRD	New	Approval	At JROC direction	Upon signature
CRD	Approved	Update	At JROC direction	Upon signature
CRD	Approved	Retirement	At JROC direction	Upon incorporation into Integrated Architecture




Initial Capabilities Document (ICD)

Purpose of the ICD:

- **Describes capability gaps as determined by the functional analysis**
- **Summarizes the DOTMLPF analysis**
 - **Describes why such changes are inadequate**
- **Documents the evaluation of possible materiel approaches**
 - **Describes how the recommended approach(es) best provide the desired capability**

When is an ICD required?

- **All new programs when a MNS is greater than 2 years old**
-  **Programs proceeding directly to Milestone B**

(CDD)



Purpose of the CDD:

- **Support System Definition and Development**
- **Define authoritative, measurable capabilities**
 - **Objective desired attributes**
 - **Current evolution/increment attributes**

When is an CDD required?

- **For family of systems - CDD for each system**
- **For system of systems - CDD for each system**
 - **Except when waived by the validation authority**
- **All programs proceeding to Milestone B**
 - **Unless an approved ORD exists**
- **Updated for each subsequent increment**
- **Milestone B**



CDD (cont'd)

CDD Development

- **Prior to Milestone B**
- **Supports SDD and refinement of integrated architectures**
- **Uses lessons learned from Technology Development**
- **Certifications**
 - **Systems will receive intelligence, munitions, and interoperability and supportability certifications as required**

System Capabilities

- **Defined attributes that contribute to the desired capability**
 - **Threshold - Objective format**



CDD (*cont'd*)

CDD Revalidation in subsequent increments

- **Update previous CDD**
 - If follow-on consistent with previous strategy
- **Submit a new revised CDD**
 - If significant revisions to strategy, capabilities, etc are made

Who writes an CDD?

- **The sponsor**
- **All approved CDDs will be posted to KM/DS for future reference**





Capability Production Document (CPD)

Purpose of the CPD:

- **Support Production, IOT&E and Deployment**
- **Define authoritative, measurable capabilities**
 - **Objective desired attributes**
 - **Current evolution/increment attributes**

When is an CPD required?

- **For family of systems - CPD for each system**
- **For system of systems - CPD for each system**
 - **Except when waived by the validation authority**
- **All programs proceeding to Milestone C**
 - **Unless an approved ORD exists**
- **For each increment Milestone C**



CPD (cont'd)

CPD Development

- **Prior to Milestone C**
- **Uses lessons learned from SDD**
- **Certifications**
 - **Systems will receive intelligence, munitions, and interoperability and supportability certifications as required**

System Capabilities

- **Based on attributes defined in the CDD**
 - **Threshold - Objective format**
 - **KPPs and non-KPPs**
 - **Thresholds may be adjusted based on lessons learned in SDD**



CPD (cont'd)

CPD is rewritten for each increment

- **Identifies capability delivered by this increment**
- **Justifies changes in threshold values**

Who writes a CPD?

- **The sponsor**
- **All approved CPDs will be posted to KM/DS for future reference**





JCIDS Instruction and Manual

**Developed in conjunction with DoD
5000 Series**

CJCSI 3170.01C

- **Top-level description**
- **Organizational responsibilities**

CJCSM 3170.01

- **JCIDS Analysis Process**
- **Define performance attributes & key performance parameters**
- **Validation & approval process**
- **Document content**



Functional-Operational Relationships



	Major Combat Operations (JFCOM)	Homeland Security (NORTHCOM)	Stability Operations (JFCOM)	Strategic Deterrence (STRATCOM)
Battlespace Awareness				
Command and Control				
Force Application				
Protection				
Focused Logistics				

FCB Membership



Principal Members

- **Services**
- **Combatant Commanders**
- **USD for Acquisition Technology and Logistics**
- **USD for Intelligence**
- **ASD for Networks and Information Integration/DoD Chief Information Officer**
- **USecAF (Space)**
- **Defense Intelligence Agency**
- **Director, Program Analysis & Evaluation**
- **Mission Requirements Board Executive Secretary**

Advisory Membership

- **JWCA leads**
- **J-6E/I (interoperability advisor)**
- **J-8 Warfighting Concepts and Architectures Integration Division**
- **DOD laboratories & industry**



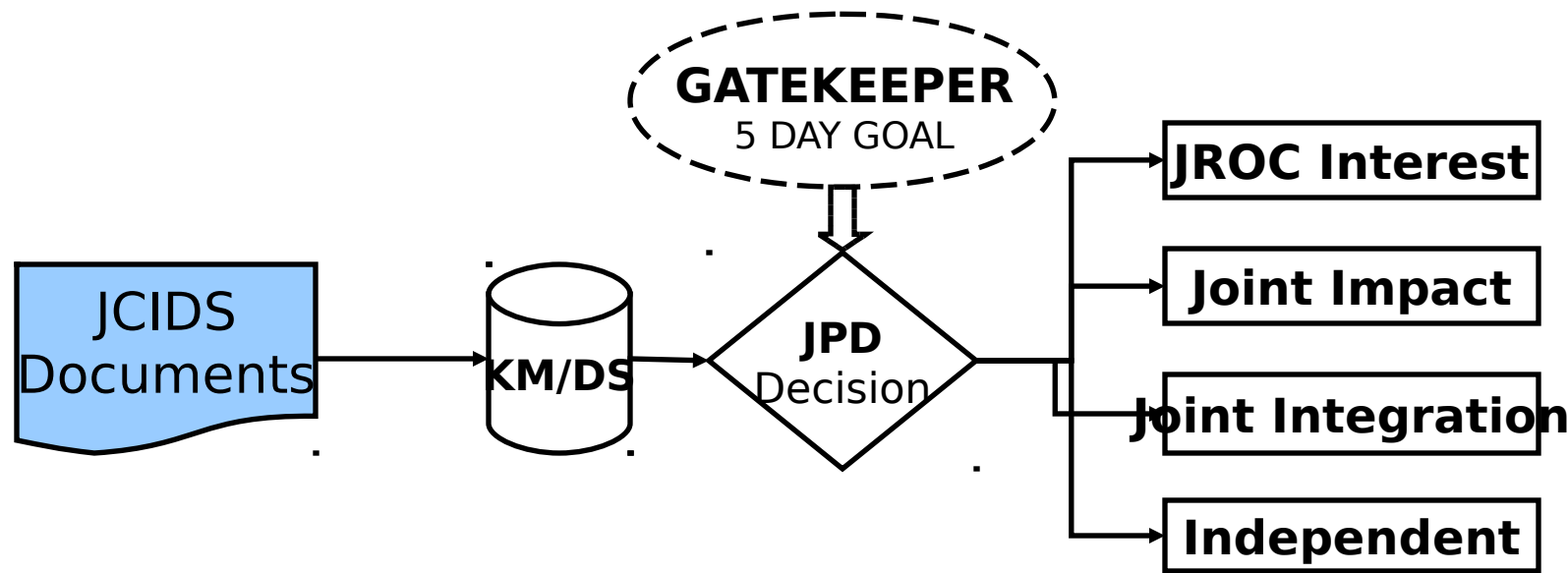



Additional Information

- **Revised Chairman's Instruction and companion Manual are effective immediately**
- **New CJCSI 3170.01C and CJCSM 3170.01 are posted on the DTIC web site:**
http://www.dtic.mil/cjcs_directives
- **Resident and Distance learning available through the Defense Acquisition University**
<http://www.dau.mil>
- **Joint Staff POC: J-8/CAD**

mathew.mulhern@js.pentagon.mil
(703)-697-7525

Gatekeeping Process

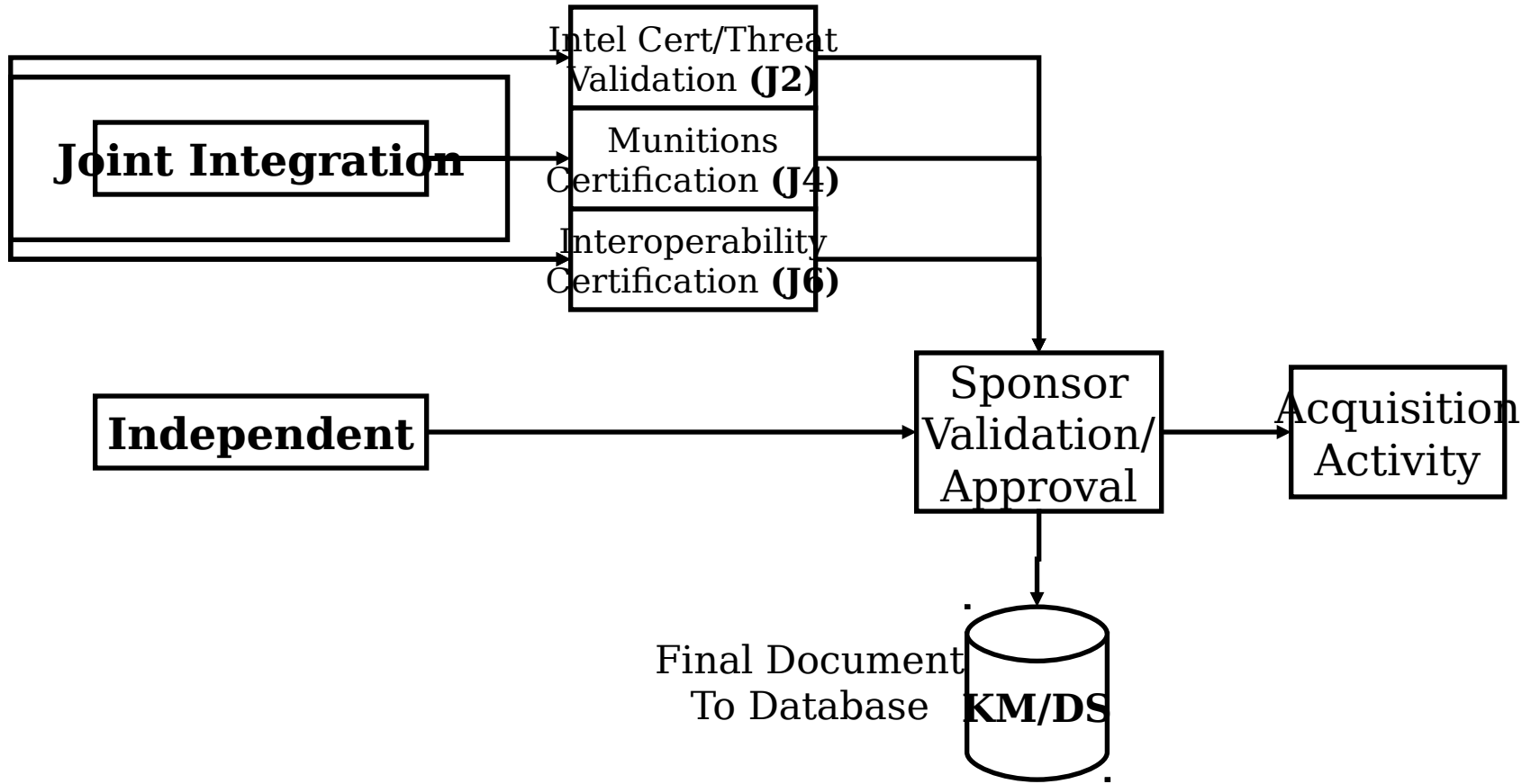


 Developed by the Sponsor

KM/DS - Knowledge Management/Decision Support Tool

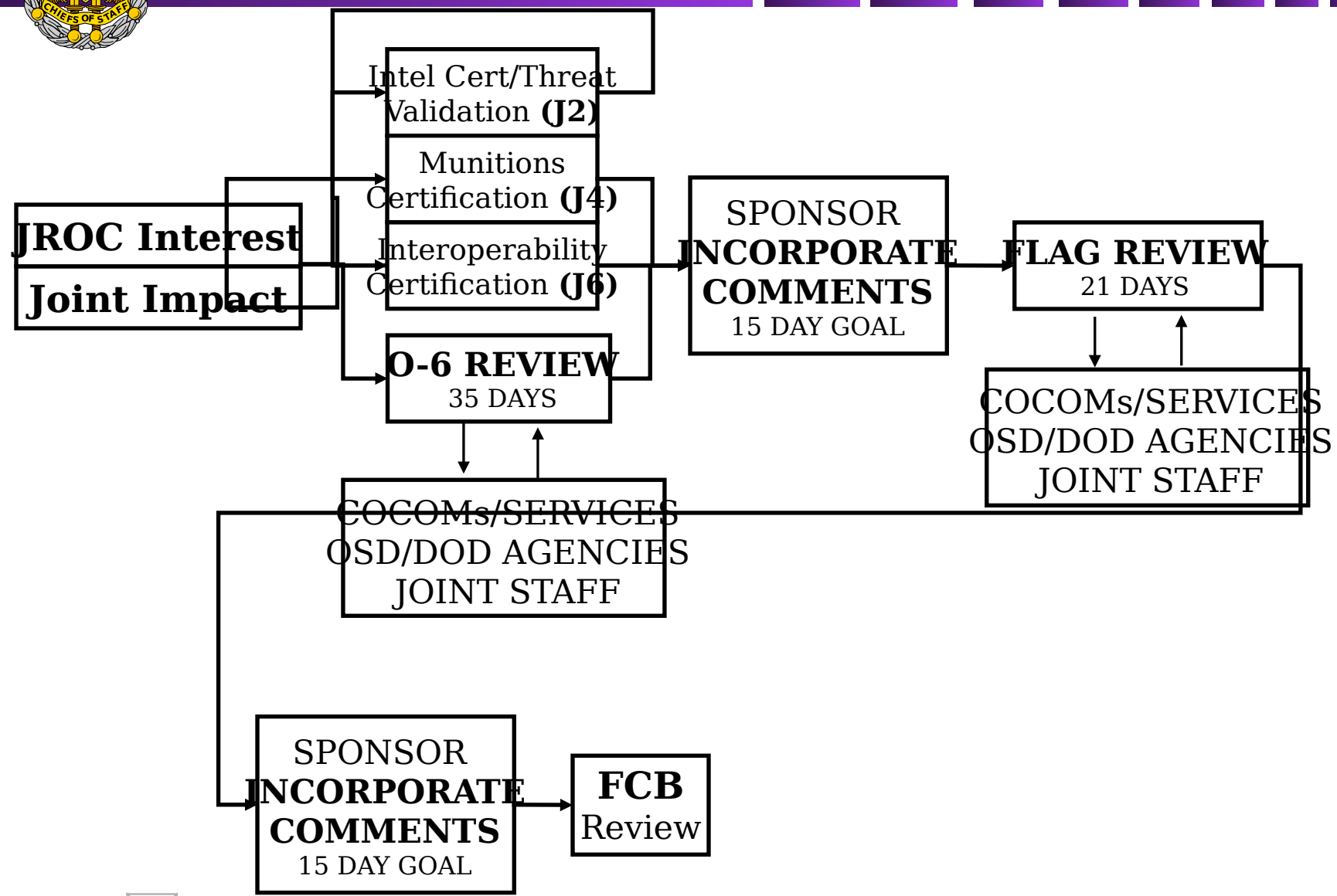


Joint Integration and Independent



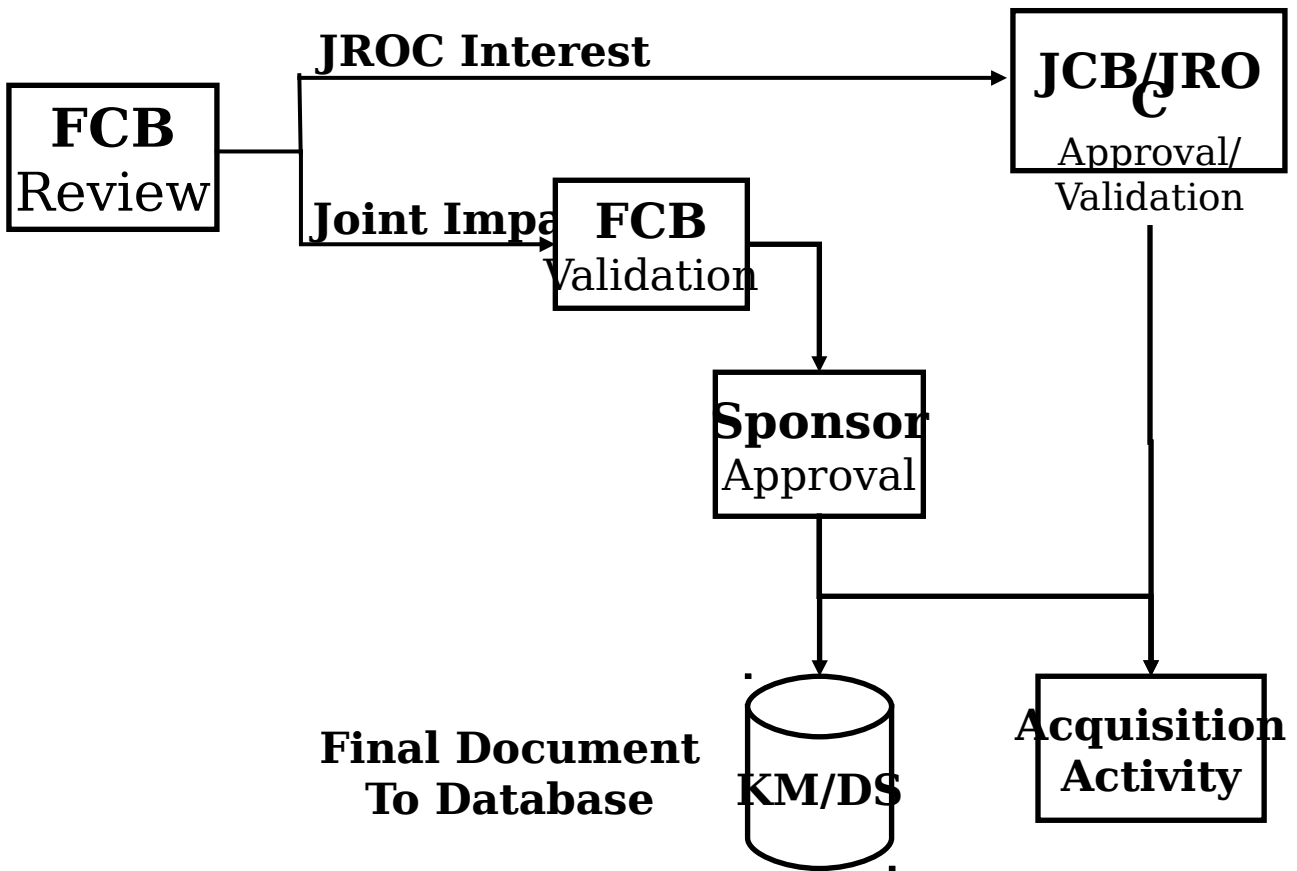


JROC Interest And Joint Impact Staffing





JROC Interest And Joint Impact Approval



Final Document
To Database



JCIDS Analysis

- **Functional Area Analysis (FAA)**
 - Identify operational task, conditions, and standards needed to accomplish military objectives
 - **Result:** Tasks to be accomplished
- **Functional Needs Analysis (FNA)**
 - Assess ability of current and programmed capabilities to accomplish the tasks
 - **Result:** List of capability gaps
- **Functional Solutions Analysis (FSA)**
 - Operational based assessment of DOTMLPF approaches to solving capability gaps
 - **Result:** Potential DOTMLPF approaches to capability gaps
- **Post Independent Analysis**
 - Independent analysis of approaches to determine best fit
 - **Result:** Initial Capabilities Document



Joint Potential Designators (JPD)

- **JROC Interest**
 - All ACAT I/IA, CRDs, and DOTMLPF change proposals
 - Any other program so designated
 - JROC validates and approves
- **Joint Impact**
 - Any ACAT II and below program with significant impact on joint warfighting
 - FCB validates, Sponsor approves
- **Joint Integration**
 - Any ACAT II and below program without significant joint impact
 - Requires intelligence, munitions or interoperability certification
 - Sponsor validates and approves
- **Independent**
 - Any program not meeting the above criteria

